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ABSTRACT

With the intention that Library Services and Technology Act (LSTA) funds provide for the continual improvement and enhancement of all library and information services in Georgia, this five-year plan addresses the LSTA law by establishing major statewide priorities and supporting goals and activities/objectives that reflect the purposes and priorities delineated in the law. This document describes the planning and implementation participation and process as well as policy development and review, and discusses background, mission, vision, role of the public library systems and the Department of Technical and Adult Education, scope of public library programs and services, and scope of inter-type cooperation and resource sharing. A needs analysis summary of future trends for Georgia libraries is then provided, followed by an outline of the strategic priorities, goals, and objectives/activities. Planning and implementation time lines and priorities, fund allocation and budget, and accountability and evaluation methods are stated. (AEF)

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Georgia's
Five-Year Library Services and Technology Act Plan

October 1, 1997 to September 30, 2002

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Submitted by

Office of Public Library Services

October 1997

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PREFACE

For approximately 40 years, Georgia's public libraries have benefited from funds provided under the Library Services and Construction Act (LSCA). This has grown to include all types of libraries under the LSCA Title III program

The federal funds provided through LSCA permitted the state's libraries to develop many innovative and creative programs and to enhance local resources. The LSCA Title II funds were used to construct many library buildings and to purchase technology. The Title II funds provided the impetus for a major public library capital outlay program supported with state funds.

In 1996, the Library Services and Technology Act (LSTA) was passed as a part of the Omnibus Consolidation Appropriations Act. This new piece of legislation replaces the LSCA program and will be administered by the federal Institute of Museum and Library Services (IMLS).

This plan has been prepared to fulfill the legal requirements of LSTA. We see it only as the beginning of a dynamic and continuous planning process that will involve all types of libraries, citizens, and government officials. It is the Department of Technical and Adult Education's intention that the LSTA funds provide for the continual improvement and enhancement of all library and information services in Georgia to the benefit of all citizens.

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PLANNING AND IMPLEMENTATION PARTICIPATION AND PROCESS

Strategic Planning and Management

The Office of Public Library Services (OPLS) is currently implementing a strategic planning and management process that includes planning, capability design, implementation management, and evaluation of effectiveness. Older strategic planning approaches that focused only on planning frequently fell short because participation in planning and implementation of the plan were not considered. The strategic management approach integrates implementation management into the planning process from the outset. Our strategic planning process was conducted using participative techniques therefore implementation of the plan is simplified. Those who must implement the plan are those who conceived it, analyzed capability factors, and designed implementation plans.

Coordinated Planning

The Department of Technical and Adult Education (DTAE) strategic plan, the OPLS strategic plan, and the Five-Year LSTA plan were developed in coordination so all plans would contribute to the purposes and priorities of the State of Georgia Strategic Plan and the LSTA law. Our plans all work together to identify enablers for community-based educational, workforce, and economic development for all citizens throughout Georgia.

The DTAE strategic plan is established as a long-term guide for the entire Department of Technical and Adult Education that includes the departmental program units, technical institutes, and public libraries. It provides direction and focus. The technical institutes, public libraries, departmental program units, and major initiatives develop parallel, but more detailed individual strategic implementation plans to move all components of the agency in the same overall direction, toward accomplishment of our vision.

However, technical education, adult literacy, economic development, and libraries each receive funding under different state and federal laws. Each of these funding sources for the various units require a federal plan; therefore, all planning is done as a holistic process pulling federal planning requirements and state strategies together to support one agency mission and vision as well as the mission and vision of each unit.

Participation

All DTAE/OPLS plans, including this LSTA plan, were developed using a broadly participative, progressive, reiterative process. Over a thousand members of local communities; the State Board of Technical and Adult Education; every technical institute president and public library system director in Georgia; hundreds of DTAE, technical institute, and public library staff; and members of library committees contributed to the plan. Participants completed surveys, conducted needs assessments, served on planning teams, attended community focus groups, shared in retreats, and reviewed and revised the document. This plan represents intensive analysis, commitment to shared goals, and statewide mobilization to achieve those goals.

The planning steering team members included the Commissioner, all Assistant Commissioners, and other members of the DTAE central office staff. In addition, the entire OPLS central office staff, technical institute presidents, public library system directors, and many others participated in the process including those attending area meetings. Additional consultations were conducted with the GOLD Advisory Council and the Regents Advisory Council on Libraries.

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Implementation

The departmental unit strategic implementation plans include desired results for each objective that is relevant to the particular plan. The implementation design requires development of strategic implementation and annual action plans for OPLS, each public library system, and major initiatives such as information technology. Each annual action plan includes:

- selected strategic goals and objectives/activities,
- desired results,
- guidance for team assignment of responsibilities,
- guidance for implementation schedules, and
- evaluation of effectiveness.

Future Planning and Implementation

The agency strategic plan and the OPLS strategic implementation and LSTA action plan will be revised annually. DTAE will seek to broaden the participation in annual action plan development in cooperation with our partners under LSTA. Because our prime legal responsibility is for public libraries, our focus was concentrated on them as we seek to broaden collaborative and cooperative activities with other eligible institutions.

Policy Development and Review

The Office of Public Library Services has involved the library community in the development of this plan and will continue to do so over the life of the plan. At this time, we have elected not to form an official LSTA Advisory Council but will utilize several other existing groups to involve the library community in the LSTA plan, the annual program, and policy. These groups include:

- ***Commissioner's Internal Advisory Council - Composed of representatives from the 57 public system directors.***
- ***Commissioner's External Advisory Council – composed of a diverse group of citizens from around the state.***
- ***GOLD Advisory Committee – composed representatives from various types of libraries that participate in GOLD.***
- ***GALILEO Steering Committee – composed of representatives from the five educational partners participating in the GALILEO project.***
- ***Regents Advisory Council on Libraries (RACL) – composed of a library representative from each of the institutions of higher education operated by the Board of Regents.***

In addition, the annual program plan will be approved by the State Board of Technical and Adult Education. Each grant program will have a description prepared under the provisions of the Fair and Open Grants Act and Filed with the Secretary of State.

LSTA activities will also be coordinated with those of Georgia's Information Technology Council. This top level group which is attached to the Office of Planning and Budget is responsible for developing and coordinating the state's information policy.

BACKGROUND

History

The Office of Public Library Services (OPLS) is the state library administrative agency (SLAA) for the State of Georgia and is one of four organizational units within the Georgia Department of Technical and Adult Education. This new administrative structure for OPLS became effective on July 1, 1996. Prior to that date, OPLS had been a part of the Georgia Department of Education under the governance of the State Board of Education: a structure that had been in place since 1943.

Historically, Georgia has always shown concern for its system of public libraries. Georgia was the first southern state to establish a library commission in 1897 to promote the development of public libraries, especially those in rural areas. The state has continued its commitment to the development of a program that would provide accessible public library services to all residents of Georgia.

In 1943, Georgia's General Assembly was petitioned to change the jurisdiction for library development and administration from the Georgia Library Commission to the Georgia State Board of Education/Georgia Department of Education. The administrative responsibility was altered again in 1996 when DTAE became responsible for OPLS and its legal, regulatory, and other functions. This included the responsibility, by state law, to "give advice and counsel to all libraries and communities which may propose to establish libraries and exercise supervision over all public libraries and endeavor to improve libraries already established". By state law, this agency became the required recipient of federal funds and also became responsible for inter-type library cooperation.

Over the years, a number of highly successful state-supported grants programs have been implemented. These programs include the provision of 271 state-paid librarian positions, maintenance and operations grants, travel grants, and material grants. These funds are distributed to our 57 public library systems. In addition, the state funds a network of Sub-regional Libraries for the Blind and Physically Handicapped.

Georgia's school media centers also have a long history of support. Under the current administration, they have been the recipients of lottery funds for technology. Additionally, libraries operated by the Board of Regents have developed a number of cooperative efforts including the pioneering GALILEO initiative that was funded with monies from the lottery. The GALILEO project was expanded this year beyond the core group of public libraries, Regents' institutions, and private academic libraries to include libraries in K-12 schools and technical institutes and their satellite centers.

Governance

The Georgia Department of Technical and Adult Education was established in 1985 to oversee the operation of the state's technical institutes under the auspices of a State Board of Technical and Adult Education. The State Board is composed of 16 members who are appointed by the Governor. The Commissioner directs and implements the Department's various programs.

The Department now has responsibility for post secondary technical education, adult literacy, economic development/customized business and industry training, and public library services. DTAE's unique blend of programs offers Georgia's public libraries an opportunity to partner and collaborate within our own agency, as well as to continue our relationships with University System institutions and Georgia's K-12 educational programs. Because of the strong business orientation of DTAE, public libraries have strengthened their potential ties to the business community and their involvement in economic development. The department's technical institute and library/Adult Education programs further complement this potential for additional cooperation.

Georgia's Board of Regents is responsible for the operation of the institutions in the university system. The Governor, who also appoints the State Board of Education, appoints the Regents board. The State Board of Education is responsible for libraries/media centers in K-12 schools.

Transitions and Progress

This has been a year of transition for OPLS and the library community especially the public libraries. Early in the transfer process, DTAE implemented a planning process centered on input from communities, OPLS staff, and the directors' of Georgia's public library systems. This has resulted in the development of a state public library system strategic plan and a complete reorganization of OPLS staffing patterns. As part of this process, all PLS functions and services have been evaluated for restructuring or elimination.

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At the same time, we are continuously analyzing services and programs that should be initiated or further refined.

As part of this process, a series of 19 meetings have been conducted around the state. These meetings involved library directors, library staff, library trustees, friends of the library, librarians from various types of libraries, educators, community members, and government officials in a discussion about the role of the library in the future. From this input and other documentation, both the state strategic plan and this plan for the Library Services and Technology Act have been developed.

As we are in the midst of our own organizational transition, we are active participants in the transition from the Library Services and Construction Act (LSCA) to the Library Services and Technology Act (LSTA). We view this as an opportunity to prepare Georgia's libraries to enter the 21st century as leaders in the field of information technology, cooperation, resource sharing, and economic development to ensure that information resources and high-quality library services are available to all Georgians.

Several items considered by the Georgia General Assembly have had a major impact on the final development and implementation of our LSTA Plan. These items include appropriations to extend PeachNet, our Internet connector, to the remaining 101 counties that currently do not have this connection. This appropriation also included funds for access to GALILEO databases. Currently, all 57 of our public library systems have Internet access via PeachNet and are able to utilize GALILEO databases. A second item has provided computer equipment to these 101 sites and will be funded from lottery funds. A third item will install PeachNet and GALILEO in additional technical institutes, and a fourth item will provide PeachNet to all public school systems in the state of Georgia.

All of the institutions operated by the Board of Regents have previously had access to both GALILEO and PeachNet. However, this year all of the participants in GALILEO agreed upon a common set of databases that will be available at all participating institutions. These databases include EBSCO and UMI, plus Collier's Encyclopedia and OCLC's FirstSearch databases. In addition, PeachNet or Internet access will be provided to all K-12 school systems and the technical institutes thus providing a basic web of connectivity in a large number of public institutions throughout Georgia. This connectivity is enhanced by a dial-in option that is being provided by the state and a private telecommunications provider.

These budgetary items have had a direct impact on the focus of our LSTA Plan because all of Georgia's 159 counties will be provided state-supported access to the Internet via PeachNet. It is proposed that each funded site will receive a 56k line. This provides an opportunity for further planning to form partnerships within each county so that the 56k lines can be upgraded to T1 lines with minimal additional costs.

MISSION

The mission of the Office of Public Library Services is to contribute to the economic, educational, and community development of Georgia by providing quality library services for Georgia.

VISION

Our vision is of a dynamic, unified system of public library services using current technology and offering easy access to information and educational resources for all Georgians. This system will be part of a seamless educational process in which all Georgians can readily access information and advanced educational resources.

We envision a library system that is broadly inclusive and that consists of all types of libraries and information providers. It is one that develops a competitive workforce and quality communities, thus assuring Georgia's economic success in the global marketplace. The recognition this system will command

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throughout the state will make it the preferred educational option for those seeking a lifetime of educational experiences.

ROLE OF THE PUBLIC LIBRARY SYSTEMS AND DTAE

DTAE is responsible for improving and advancing the quality of community, county, and regionally based public library services throughout the state. The public library program provides a package of traditional library services as well as innovative services designed to meet locally identified educational, informational, and recreational needs. These local programs include reference services, materials lending, library programming, and collections for all ages and populations. Local and statewide programs provide leadership and cooperative initiatives to improve the delivery and utilization of information resources through the provision of interlibrary loans, the GALILEO/PeachNet project, and services to blind and physically handicapped persons. The Office of Public Library Services provides both direct and indirect services to the general public and the library community, as well as providing leadership, planning, resource development, and coordinating activities that promote the improvement and use of public libraries.

SCOPE OF PUBLIC LIBRARY PROGRAMS AND SERVICES

Georgia's public library services are delivered through a network of 370 public library facilities grouped into 57 library systems. Public library systems make vast information resources available to Georgia residents of all ages through local public library programs and services. Programs and services provided to library patrons are listed below:

Major Programs and Services

Information Services
: Professional Assistance for Locating Information, Reference Sources, Books, Electronic Databases, GALILEO, Internet, GOLD Job Bank, Reference Exchange (REX), Community Information Referral Centers

Electronic Services
: Electronic Reference Service Assistance, Use of Internet and Other Electronic Resources

Information Referral
: Referrals for Information Not Available in Library, Community Service and Event Information, Readers' Advisory Services

Circulation of Materials
: Books, Videos, Magazines, Newspapers; Interlibrary Lending, GOLD (Georgia Online Databases)

Programming
: Informational Programs, Community Programs, Children's Story Hours, Summer Reading Program

Service Programs
: Literacy, Adult Literacy Centers, Special Needs Centers, Homework Help Centers, Business Research Centers

Special Collections
: Genealogy, Local History, Special Community Collections - Community Interest In-depth Collections, Vertical Files, Government Documents

Outreach Programs
: Talking Books for the Blind and Physically Handicapped, Sub-regional Libraries for the Blind and Physically Handicapped, Bookmobiles, Books by Mail, Nursing Home Programs, Deposit Collections, School Programs

Special Services
: Copy Machines, Facsimile Machines, Computer Access for Word Processing, Tax Forms, Voter Registration, Exam Proctoring

Internal Services

The scope of programs and services provided to public library staff are too numerous to list specifically, but can be described in categories such as staff development, coordination and management, monitoring and evaluation, research and planning, resource development, budgeting, formation and coordination of advisory groups, and others.

SCOPE OF INTER-TYPE COOPERATION AND RESOURCE SHARING

Georgia libraries have a long history of networking and cooperation. For 24 years, the Georgia Library Information Network (GLIN) provided service to public, academic, and special libraries. In 1988, the Georgia Online Database (GOLD), an OCLC-based system, replaced GLIN to provide Georgia libraries and library users with a quick, easy, and affordable way to process interlibrary loan requests. All participating libraries in Georgia can interact with each other electronically and access the resources of over 200 libraries. GOLD has been expanded to include more than just interlibrary lending. It also includes training and other library cooperation activities. The annual membership meeting is a major continuing education activity. In addition, OPLS acts as a referral agent to access more than 5,000 resource sharing libraries nationwide.

Currently, DTAE has made GOLD part of its eight major agency-wide initiatives for emphasis in FY 1998. DTAE and OPLS will be monitoring GOLD expansion on a statewide, quarterly basis throughout the coming year. The intent is to give exposure and emphasis to this project so it will be fully utilized and so it will assist Georgia in progressing toward development of a statewide library card.

GALILEO is another excellent example of interlibrary cooperation. Board of Regent's librarians originally developed GALILEO as a multifaceted project. The GALILEO databases are now purchased and shared by academic, public, and school libraries. There are many other examples of cooperative activities around the state. These range from health science library consortia to locally based cooperative efforts between a school and public library.

NEEDS ANALYSIS SUMMARY

By the year 2002, our world will have undergone significant changes from the present. These changes will require appropriate response from all of Georgia's libraries. Therefore, future trends that will impact libraries and library users have been analyzed, and needs have been identified as a basis for planning. Our plans have addressed the many and varied needs that have been identified, and methodologies for meeting our needs are represented in our goals and objectives/activities.

Educational Information through Libraries

Libraries must play a vital role in providing literacy, education, occupational information, and encouragement of reading and learning that is vital to the development of a competitive and knowledgeable workforce. Library users need access to broadly based collections that encourage reading at all ages for a lifetime of learning experiences. Resources that help Georgians build the skills needed in today's employment market are needed. Additionally, many workers today must retrain several times during their careers. Given adequate resources, libraries can provide a wide range of information that assists workers to select, prepare for, and obtain employment.

Libraries also can offer an introduction to computer and Internet literacy for many citizens who are not presently involved in formal schooling. Many persons, both young and old, receive their introduction to technology through the libraries; however, adequate computers and database access must be provided for this opportunity for learning and workforce development to reach its full potential.

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Economic Development through Libraries

Libraries are becoming an important economic development tool for Georgia. Many businesses are relocating to Georgia because of its workforce and other business advantages, but they also come to Georgia because of the quality of life offered here. Libraries are a frequent stop for businesses visiting Georgia to consider relocation.

Libraries are forming partnerships with each other, as well as with business and industry, to provide specialized information resources and reference services needed for successful national and international competition. Libraries are also a source of assistance for small- and middle-sized businesses throughout the state. To improve services to business and industry, all Georgia libraries need access to the required telecommunication infrastructure and extensive databases necessary for rapid information access and retrieval.

Human Services and Equal Information Access through Libraries

Through programs such as summer reading clubs, homework support programs, and family reading programs, libraries can help build children's learning skills, enrich adults' quality of life, and help to develop stronger families and communities. Through services such as single-access/one-stop social services information and literacy support, libraries can assist the welfare reduction effort and support adult literacy programs and services. However, to succeed, libraries need sufficient, varied collections, assistive technology for the blind and physically handicapped, bookmobiles, universal Internet connections, and a full range of informational databases. With these tools, Georgia's public library system can deliver equal access to educational information for every citizen in every corner of the state.

Libraries can be a great educational opportunity equalizer for Georgia. They can serve the needs of business managers, senior citizens, adult workers, youths, and children. They can act as an information hub for their communities. They can also be a way to overcome the educational and informational barriers suffered by those who are isolated, who live in poorer communities, who are disadvantaged or disabled, or who are illiterate. By offering local programs and services tailored to the needs of specific communities, public libraries can reach all ages and all segments of the population. With adequate resources, they can provide educational and cultural enrichment, recreation, and the basis for a lifetime of learning experiences.

Efficiency and Technology through Libraries

Georgia and the world have changed dramatically in the last several years. In 1964, the RAND proposal that first conceptualized the Internet was made public as a means to communicate after a nuclear holocaust. In 1969, there were four Internet hosts; in July 1996 there were 12,881,000 Internet hosts. Bill Gates' vision of the world has become a reality; information technology has become the tool for efficient operations in today's world. However, information technology alone does not solve all problems.

Without the necessary infrastructure and personnel support to make the technology effective, gains realized by technology are minimal. Information technology alone does not solve the problems of initial capital outlay needs for facilities with adequate infrastructure and technology equipment or of the continuing funding needs for replacement of obsolete hardware, operating systems, and software. Most importantly, technology alone is ineffective; the effectiveness and efficiency of information technology is dependent upon trained personnel to use and maintain the technology. Almost all library operations today have become information technology dependent; the technological and other needs of libraries are summarized in the following sections.

Facilities and Resources

High patron demands will require expanded library facilities, electronic collections, and support staff. Facility expansion is taking place, but to accommodate projected growth in demands, expansion plans must include technological infrastructure and be adequately staffed and equipped. Renovation of existing facilities and grounds is needed to provide an environment that will make Georgia libraries attractive to citizens, business, and industry.

Innovation, Redesign, and Redirection

Innovation and improvement is needed to meet the demands on our system and satisfy our patrons' expectations. Working smarter and finding better solutions through continuous improvement, technology innovation, and process redesign will help to align library services with leading business and industry efforts to increase productivity, eliminate waste, and improve quality. Internet technology will be needed to provide efficient management and services and to deliver quality library services. Collaborative partnerships between libraries, business, and industry must be increased. Information technology operations must be increased and improved to provide the highest quality, most efficient programs and services.

Funding and Efficiency

At present, as library users' demands increase, there is no mechanism in place to ensure equivalent increases in revenue. New approaches to securing basic revenues and resources will be needed to maintain and enhance quality programs and services. Emphasis must be placed on cooperative partnerships with private sources to provide resources. Resource development efforts must be increased, and improved efficiency should be explored to reduce costs.

Accountability

There will be expanded demand for accountability based on comprehensive data collection and evaluation of performance outcomes. Careful evaluation, research, management, planning, and budgeting will become more critical. Public perception of the libraries must be improved as a result of marketing and public relations opportunities that will grow out of increased accountability reporting.

Facilities and Infrastructure for Information Technology Connectivity

All library facilities need to be connected electronically using local area networks (LANS) capable of high-speed Wide Area Networks (WANS) receivability. Without this connectivity, libraries will be unable to provide information that contains graphics and video components. This connectivity will also be needed for efficient management of resources and personnel and sharing and transmission of information.

Information Technology Equipment and Operations

All library facilities need adequate information technology hardware, operating systems, software, and peripherals. All facilities require adequate operational resources to support utility, maintenance, and contractual needs associated with effective information-age organizations that serve the public.

Information Technology Personnel

Libraries are in extreme need of personnel trained to use and maintain information technology resources. Because libraries are in the information business, information technology is absolutely critical to library operations. As libraries move to increase electronic databases information access and integrate automated circulation systems for greater efficiency, trained information technology specialists become vital to successful library function. As information access and library use expands, additional library personnel are needed. And, as information technology becomes the pervasive mode for information resource sharing, additional and extensive training for all existing library personnel becomes crucial.

Information Resource Sharing and Library Cooperation

As information and the access to information increases exponentially, it is impossible for any one institution to house all of the materials wanted and needed by today's citizens. Therefore, it is incumbent on all libraries to share their resources and collections and to cooperate with each other in a variety of ways.

This is enhanced by budget considerations that require the wise use of limited funds. Libraries must enter into cooperative purchasing projects to lower costs and expand access. In addition, today's technologies permit the duplication of materials so that they can be shared more globally.

STRATEGIC PRIORITIES

Overview

Libraries support a seamless, accessible education and information system for all citizens of Georgia. A very broad goal is to establish libraries in the overall fabric of a lifetime of education and information accessibility for all Georgians. Another primary goal of the libraries is to expand educational opportunities and information access for people of all ages and to overcome barriers to educational and informational services experienced by segments of the population. Because Georgia is the largest state in landmass east of the Mississippi, many areas of the state are both geographically and economically isolated from major centers of business and education. Therefore, it is essential that libraries become active partners in minimizing these isolating economic and educational conditions that cause many of the state's citizens to be at a disadvantage.

Library programs and services are continuously improved to achieve maximum accessibility, service excellence, and to meet the needs and exceed the expectations of those we serve. Goals and objectives targeted toward appropriate technology, facilities, and resources are the necessary means to achieve our vision of providing quality service to our users and potential users. Appropriate resources include up-to-date and sufficient equipment, facilities, technology, operations, and human resources. Emphasis is placed on acquisition of needed technological resources coupled with their most effective use through continuous innovation and improvement.

Technology is seen as a strategic enabler throughout this plan. Information technology is, increasingly, the tool that makes library programs and services accessible to our patrons and that enables comprehensive, up-to-date programs and services to be provided. Georgia's libraries are striving to become web-based libraries and to serve as information/technology hubs for local community connectivity and development.

Plan Design

This five-year plan addresses the LSTA law by establishing major statewide priorities and supporting goals and activities/objectives that reflect the purposes and priorities delineated in the law. Desired results have been developed relative to information technology and other activities/objectives. DTAE/OPLS has made every effort to coordinate the goals and activities/objectives of the state strategic plan for libraries with those of this five-year plan. DTAE/OPLS will also make every effort to coordinate projects and programs funded through state and local dollars with those funded through LSTA .

Major priorities established by this plan are:

I. Stimulate excellence and promote access to learning and information resources in all libraries for individuals of all ages.

II. Promote library services that provide all users access to information through State, regional, national, and international electronic networks by:
- establishing or enhancing electronic linkages among or between libraries;
- electronically linking libraries with educational, social, or information services;
- assisting libraries in accessing information through electronic networks; and,
- paying costs for libraries to acquire or share computer systems and telecommunications technologies.

III. Encourage libraries in different areas and encourage different types of libraries to establish consortia and share resources.

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IV. Target library and information services to persons having difficulty using a library and to underserved urban and rural communites, including children from families with incomes below the poverty line.

STRATEGIC PRIORITIES, GOALS, AND OBJECTIVES/ACTIVITIES

I. Stimulate Excellence and Promote Access to Learning and Information Resources in All Libraries for Individuals of All Ages.

Goal A. Exceed the quality expectations of our users and potential users through continuous evaluation of results and improvement of all public library programs and services.

A1. Objective: Provide a results-based, statewide strategic planning and management process for comprehensive evaluation, planning, and improvement to provide effective delivery of services to and within the libraries.

A2. Objective: Use statewide strategic planning and management to assist in redesigning statewide processes, products, and delivery systems to increase quality, accessibility, and efficiency of programs and services and to enhance the performance and accountability of public library programs and services.

A3. Objective: Encourage quality in library service throughout Georgia.

A4. Objective: Evaluate community needs annually to better serve the public.

A5. Objective: Establish a regular, community-based or institution-based improvement planning process at the local level.

A6. Objective: Define basic library services and develop minimum standards for public library programs and services that are available to all citizens without charge.

A7. Objective: Establish uniform, meaningful evaluation of library collections, services, and programs.

Goal B. Provide programs and services with sufficient, qualified personnel to meet the rapidly growing needs for expanding library programs and services.

B1. Objective: Increase statewide access to library services through improvement in library staffing levels.

B2. Objective: Improve the quality of library service by increasing the number of professional librarian positions for libraries.

B3. Objective: Improve the quality of library information services by expanding staff development programs.

B4. Objective: Provide continual and effective orientation and training for library trustees, library directors, media specialists, library staff, and citizens.

Goal C. Provide adequate, accessible facilities, equipment, and operations to assure delivery of quality programs and service.

Objective: Improve local library facilities and media centers through expanded state incentive programs for new construction, renovation, adaptation for ADA compliance, and incorporation of new information technologies.

Goal D. Obtain adequate funding to ensure the continued quality of library programs and services and to meet growing user needs.

D1. Objective: Develop and implement a process to communicate the funding needs of libraries to budgetary decision makers.

D2. Objective: Provide incentive funding for libraries to develop library services beyond basic levels.

D3. Objective: Promote equal access to basic library services through resource allocation that addresses variable local conditions.

D4. Objective: Improve library collections by establishing minimum collection goals per capita and quality assessment programs.

II. **Promote Library Services that Provide All Users Access to Information Through State, Regional, National, and International Electronic Networks by:**

- **Establishing or Enhancing Electronic Linkages Among or Between Libraries;**
- **Electronically Linking Libraries with Educational, Social, or Information Services;**
- **Assisting Libraries in Accessing Information through Electronic Networks; and,**
- **Paying Costs for Libraries to Acquire or Share Computer Systems and Telecommunications Technologies.**

Goal A. Respond to the needs of library users by delivering services utilizing traditional and computer-based programs and services including Internet.

A1. Objective: Increase use of computers, Internet, and other computer-based information resources in Georgia's libraries.

Desired Results:

A1a. Each library facility has the capability to provide staff and patrons with computer and Internet access.

A1b. Each library offers basic computer literacy and Internet orientation opportunities to patrons who do not have other access to personal computers.

A1c. Each library provides adequate access to technology for staff members to provide improved service to the public.

Goal B. Increase educational and informational opportunities for all Georgians by improving their access to library services through access to a state of the art, all-inclusive, public telecommunications infrastructure.

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B1. Objective: Provide an on-site and off-site, state-supported gateway for all citizens into the telecommunications/information infrastructure through state of the art on-site and remote access capabilities.

Desired Results:

B1a. DTAE/OPLS establishes or cooperates in the establishment of access to a viable backbone having a full range of integrated voice, data, and video capabilities connecting all library systems, library branches, technical institutes, K-12 schools, higher education institutions, private/special libraries, and other information sources.

B1b. Each library connects PCs (except designated special use PCs) to an appropriate LAN and/or Intranet.

B1c. Each library provides PCs that are able to communicate voice, video, and data to other networked facilities around the state.

B1d. Each public library has a local network (LAN) and/or Intranet with connectivity to a statewide backbone that will handle voice, data, and digital real-time video using technologies such as Asynchronous Transfer Mode (ATM), Fiber Distributed Digital Interface (FDDI), or other high-speed, broad-bandwidth connection.

B2. Objective: Establish an interactive information system for OPLS and for each public library system and encourage similar systems development by other institutions.

Desired results:

B2a. DTAE/OPLS establishes and maintains a current and up-dated interactive web/home page and state government web site that uses quality standards and includes relevant links to national, state, and local libraries; technical institutes; and information resources.

B2b. Each public library system establishes and maintains a public library web site that uses prevailing technological standards and that provides current information about the library programs and services, linkages to informational resources, and interactive information services.

B2c. Other libraries and information sources/providers are encouraged to establish web sites.

B2d. Non-library information providers such as state offices are encouraged to link their sites to those created by public libraries.

B3. Objective: Provide access to and sharing of library information and resources by distance learning technologies.

Desired Results:

B3a. Each library system/unit has instructional technology capabilities to offer courses through various forms of distance learning.

B3b. Each library system/unit strives to be actively involved in the development and delivery of collaborative multi-branch, multi-system programs and services

B3c. Each library system/unit provides access to literacy and education courses via the Internet.

B4. Objective: Promote and provide for statewide borrowing of library resources.

Desired Results:

B4a. DTAE/OPLS explores the feasibility of a statewide library card for all registered public library users.

B4b. DTAE/OPLS assists the libraries in expanding use of technology for inter-library loans.

B4c. DTAE/OPLS cooperates with the Board of Regents, the Board of Education, and other information providers in developing methods for universal sharing of materials.

B5. Objective: Provide library access to shared global electronic information resources, such as GALILEO.

Desired Results:

B5a. DTAE/OPLS and each public library participates as an integrated part of a statewide technological system including PeachNet and GALILEO embracing universal standards such as transmission control protocol/Internet protocol (TCP/IP) and Z39.50 library interchange or more advanced standard.

B5b. Each public library has access to a complete range of GALILEO databases and makes them available to library patrons.

B5c. Cooperate with the Board of Regents and Board of Education to expand GALILEO databases.

B6d. Increase the number of workstations available at public libraries that provide GALILEO access.

B6e. OPLS cooperates with and encourages GALILEO partners to expand availability of and access to national and global databases.

B6. Objective: Expand patron access to on-line and other reference resources.

Desired Result:

B6a. Each public library has access to informational databases that are obtained and maintained by DTAE library services including genealogy, phone, and other databases that provide unique, high-cost materials that are not available locally.

B6b. DTAE/OPLS encourages development of local LAN/WAN networks providing access to databases.

B7. Objective: Provide 24-hour electronic access to public library resources.

Desired Results:

B7a. Each library provides 24-hour remote dial-in and Internet access to statewide technological and informational systems.

B8. Objective: Digitize informational resources to provide greater accessibility to library and other information resources.

Desired Results:

B8a. Libraries provide digitized information resources for public use on site or via the Internet.

B8b. Libraries provide digitized local information resources such as genealogical, vertical file, archival, and other information.

B8c. DTAE/OPLS provides a central location and coordination for statewide digitization efforts.

B8d. DTAE/OPLS promotes or support the digitization of unique resources.

B9. Objective: Establish improved library technology to assist citizens that are blind and/or physically handicapped/ disabled.

Desired Results:

B9a. Libraries provide book holders and stands, Braille technology, closed circuit television systems, magnifiers, page turners, reading machines, screen enlargers, screen readers, speech synthesizers, alternative keyboard options, and other assertive technology for the blind and physically handicapped/ disabled.

Goal C. Provide adequate infrastructure, personnel, training, and technological equipment to integrate information technology into all appropriate library programs and services.

C1. Objective: Establish an efficient cycle for obtaining new, additional, and replacement computer hardware, operating systems, software, and peripherals to meet expanding needs and to ensure the delivery of up-to-date programs and services.

Desired Results:

C1a . DTAE/OPLS and each public library system submit an annual request to provide for new, additional, and replacement computers, operating systems,

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software, and peripherals to meet expanding demands for programs and services to ensure the continuous use of operating systems that meet current national standards

C2. Objective: Improve information technology competencies within libraries by providing information technology positions.

Desired Results:

C2a. DTAE/OPLS establishes a coordinator for statewide library services information technology development.

C2b. DTAE/OPLS seeks to provide at least one information technology specialist position in each public library system and an average of at least .5 of an information technology specialist position in each facility for public library systems with multiple branches.

C2c. DTAE/OPLS continues state support of technology positions in schools and university system institutions.

C3. Objective: Improve information technology competencies within libraries by development of statewide support programs to ensure that staff for each library are sufficiently trained to provide basic levels of service.

Desired Results:

C3a. DTAE/OPLS is designated as the technology training entity for the public libraries.

C3b. DTAE/OPLS provides a technology-training center for library staffs at the central office and in locations throughout the state.

C3c. DTAE/OPLS establishes an adequately staffed library technology unit that provides training and support for information technology.

C3d. DTAE/OPLS establishes a functional statewide library technology peer group that provides training for the technology peer group using a formal calendar for training on information technology and technology related products.

C3e. DTAE/OPLS establishes a process for certification and certification maintenance training for OPLS and public library technology professionals/specialists through appropriate outsourcing and in-house training.

C3f. DTAE/OPLS trains library staffs in the use and update of skills in current and new technology through the DTAE library-training center and other locations throughout the state.

C3g. DTAE/OPLS and public libraries cooperate with technical institutes to develop a curriculum for library automation technicians.

C3h. DTAE/OPLS uses technology to deliver staff development for library personnel.

C3i. DTAE/OPLS cooperates with other educational partners in the delivery of training.

C3j. DTAE/OPLS cooperates with other educational partners in developing and sharing training resources.

C4. Objective: Improve information technology competencies within public libraries by expanding local staff development and training programs for library personnel statewide.

Desired Results:

C4a. Each library ensures that each staff member has appropriate, current technology training.

C4b. Each library develops and implements a training plan.

Goal D. Increase effectiveness and efficiency of educational and informational programs and services through expanded use of technology.

D1. Objective: Establish incentives for the development of technology collaboration and innovation pilot projects that will lead to improvements in the quality of programs and services and reduce costs.

Desired Results:

D1a. DTAE /OPLS provides processes and procedures for libraries to apply for funding for collaborative and/or innovative exploration/development of new technologies, equipment, operating systems, multimedia materials, and productivity tools for shared use.

D1b. DTAE/OPLS provide funding for development/ production of multimedia staff development instructional material for use throughout the state.

D2. Objective: Develop technology and procedures to communicate library information more efficiently.

Desired Results:

D2a. Libraries implement a paper reduction effort including use of electronic scanning, filing, workflow, and signature technology.

D2b. Libraries communicate data, financial reports, and other information electronically.

Goal E: Share information and information access methods more effectively and efficiently among libraries through use of technology.

E1. Objective: Foster cooperative library networks such as expanding the GOLD project to include an online listing of the holdings of public libraries, college libraries, technical institute libraries, and special libraries.

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Desired Results:

E1a. Each public library site provides high-speed access via state-of-the-art telecommunications to connect to relevant agencies and information sources, such as technical institutes, other higher education institutions, K-12 education, and state agencies.

E1b. Each public library system utilizes US MARC format records and posts all such records on GOLD at least annually for all holdings.

E1c. Libraries evaluate the need for retrospective conversion and develop a plan to address this need.

E2. Objective: Improve the management and efficiency of DTAE/OPLS and public libraries through use of current and advanced technology.

Desired Results:

E2a. DTAE/OPLS develops standards for technology use in the public libraries.

E2b. DTAE/OPLS participates with the DTAE state office's information technology unit in the development and testing of a standardized array of financial policies, procurement procedures, network practices, and other procedures.

E2c. DTAE/OPLS and each public library facility have on-site and system network access to a state standard office software suite and operating environment.

E2d. DTAE/OPLS provides support for centralized purchasing, licensing, and compliance with interagency procedures and regulations.

E2e. Each public library implements an integrated, statewide accounting tracking system.

E2f. Libraries participate in the selection of resources provided through the statewide technological system.

E2g. Library facilities are planned, built, and/or renovated to provide technology infrastructure required for telecommunications.

E2h. DTAE/OPLS identifies public sector educational, social, or information services currently available to libraries.

E2i. DTAE/OPLS assists libraries in linking GOLD bibliographic databases with GALILEO, other databases, and the Internet.

E2j. DTAE/OPLS continues to participate in Georgia's Information Technology Policy Council.

E2k. DTAE/OPLS provides Help Desk and other technical assistance functions.

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III. **Encourage Libraries in Different Areas and Encourage Different Types of Libraries to Establish Consortia and Share Resources.**

Goal A. Establish and promote library partnerships with business and industry, chambers of commerce, and local government to improve access to information for business and industry.

A1. Objective: Support business and industry by providing trained staff to guide and direct access to information and materials and to provide assistance, expertise, and training in the use of library resources.

A2. Objective: Cooperate with various types of libraries, including corporate libraries, in support of business and industry.

A3. Objective: Support small- and middle-sized community businesses by providing electronic and print resources to companies through public libraries.

A4. Objective: Increase partnerships with businesses to raise supplementary resources for specialized programs and services.

A5. Objective: Expand relationships with employers and economic development organizations and agencies through collaborative activities.

A6. Objective: Develop partnerships with other state and local agencies to provide resources for more comprehensive library services.

A7. Objective: Establish collaborative programs to share public information resources.

A8. Objective: Encourage cooperation within public library systems and among different types of libraries, information providers, primary and secondary schools, technical institutes, academic institutions, government agencies, museums and arts groups, and the private sector.

Desired Results:

A8a. Identify and expand existing consortia and cooperative activities.

A8b. Develop and support new consortia and cooperative activities.

A8c. Encourage and assist local cooperative arrangements.

A8d. Provide support for collaborative community development projects

A8e. Support progress toward universal borrowing.

A8f. Continue cooperative development of GALILEO and similar databases.

A8g. Support progress toward library collaborations with other community organizations, such as museums and archives.

A8h. Provide incentives for cooperative activities and resource sharing between and among various types of libraries.

A8i. Continue and enhance the GOLD Interlibrary Loan Program

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A8j. Provide public library single-access/one-stop information resources and access to the databases of community and government agencies that provide active, direct social services.

IV. Target Library and Information Services to Persons Having Difficulty Using a Library and to underserved urban and rural communities, Including Children from Families with Incomes Below the Poverty Line.

Goal A. Provide public library materials to support literacy and English as a Second Language instruction for Georgia's workforce.

A1. Objective: Increase the number of materials available to students through public libraries to support literacy, English as a Second Language instruction, and workforce training in areas of critical need.

A2. Objective: Coordinate public library services for literacy, English as a Second Language instruction, and workforce skills development with established literacy providers.

A3. Objective: Increase on-line access to public library materials that support literacy and English as a Second Language instruction.

A4. Objective: Improve the scope and availability of public library materials that enhance the educational opportunities of Georgia's present and future workforce.

Goal B. Increase the competence and knowledge of Georgia's citizens by providing opportunities for lifetime learning.

B1. Objective: Provide varied learning opportunities for citizens and communities by maintaining a balance of books, other library materials, and technology in the public libraries.

B2. Objective: Develop public library collections, programs, and services to encourage enthusiasm for reading and to enhance learning.

B3. Objective: Assist families in the development of effective home-reading programs.

B4. Objective: Promote reading and family reading programs.

Goal C. Improve the quality of life for all Georgians by expanding educational enrichment, recreational opportunities, and lifelong learning through public library programs and services.

C1. Objective: Provide public library materials, programs, and services for Georgians of all ages.

C2. Objective: Offer special programs, such as summer reading clubs, to promote the enjoyment of reading and retention of reading skills through the use of the library, and coordinate with other agencies that encourage reading and reading activities for children from the earliest age.

C3. Objective: Provide public library resources to parents and child care providers.

C4. Objective: Establish programs to involve teenage youths in use of the library.

C5. Objective: Cooperate with schools to provide public library programs for homework support.

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Goal D: Ensure that library programs and services are available and accessible to those who are unable to use services within library facilities.

D1. Objective: Determine the best methods within each community to meet the special needs of library patrons, such as bookmobiles, books by mail, deposit collections, and innovative and original approaches that are cost effective.

D2. Objective: Provide library services to individuals and groups who have special needs, such as those who are incarcerated, homebound, disabled, or isolated.

D3. Objective: Provide state-level library services for certain populations, such as the blind and physically handicapped.

Goal E: Deliver effective public library programs and services relevant to the needs of all segments of the community.

E1. Objective: Promote and develop community involvement in the public library a community center.

E2. Objective: Involve community organizations, agencies, and businesses in the delivery of public library services.

E3. Objective: Provide public library programs, services, and collections that assist in fulfilling the cultural needs of the community.

E4. Objective: Collaborate with museums and other cultural organizations on the state and community level to provide programs and services that explore our diverse cultural, aesthetic, and historical heritage.

Goal F. Provide equal opportunity for all Georgians to participate in all public library programs, services, and activities.

F1. Objective: Ensure that women, minority, immigrant, and special population students, patrons, and employees are equitably represented in OPLS and public libraries.

F2. Objective: Promote multi-cultural, multi-ethnic, non-traditional education, information, awareness, and practices in all programs, services, and activities of OPLS and public libraries.

F3. Objective: Increase awareness of the need for sensitivity in the delivery of public library services to individuals with disabilities.

F4. Objective: Ensure equity in staffing and local board membership within PLS and public libraries.

Goal G: Provide all Georgians with access to basic services in every library in Georgia.

G1. Objective: Establish and ensure a basic level of service for all library users throughout Georgia.

G2. Objective: Extend mutual library borrowing privileges to all Georgians.

G3. Objective: Ensure that every library is open sufficient hours to meet the needs of the community.

Goal H. Increase public awareness of educational and informational opportunities for all Georgians available through library services.

Objective: Develop a statewide plan for communicating information about library services.

PLANNING AND IMPLEMENTATION TIME LINES AND PRIORITIES

Each year, DTAE shall prepare an annual action plan. It will identify specific annual priorities, goals, objectives, and desired results that will be addressed during the year and the implementation methodologies that will be utilized. This action plan will be prepared in consultation with the library community, the public, government officials, and other interested bodies. Draft versions and the final version will be placed on the OPLS Home Page.

These priorities will be based on all of the financial and human resources that are available for implementation. Every effort will be made to coordinate state and federal resources to deliver improved services effectively.

FUND ALLOCATION AND BUDGET

Each year, as part of the focusing and action plan development, funds will be budgeted to meet the targeted objectives and activities. This allocation process will be coordinated with the state's budget process and any requirements of the state's Information Technology Plan.

The OPLS staff, in consultation with eligible partners, will develop an annual LSTA budget. It will be approved by the Commissioner and the State Board of Technical and Adult Education.

In the initial year of this plan, a majority of funds will be devoted to Priority II. The remaining funds will be allocated to the other priorities. Each priority will have funds identified for evaluation.

No more than four percent of Georgia's LSTA funds will be allocated for administrative purposes. These costs will include any indirect costs attributed to the program by the state plus expenses related to plan development including public hearings and costs incurred by advisory groups participating in the program's development. Additionally, any printing or publication costs directly related to printing this plan and related documentation will be charged to administrative expense.

PROCEDURES

The distribution of funds under the LSTA State Five-Year Plan will be handled utilizing several different methods. These include:

- Funds will be used to provide OPLS staff and operational funds to initiate, coordinate, implement, and support projects at the state, area, and local levels.
- Funds will be provided for contracting with other service providers in the public and private sectors.
- Funds will be utilized for the purchase of or creation of information resources on a statewide basis.

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- Funds will be utilized for the payment of fees and reimbursements to libraries by OPLS.
- Funds will be utilized to conduct targeted grant cycles based on the annual action plan.
- Funds will be utilized for demonstration grants based on the annual action plan.
- Funds will be utilized for competitive grant cycles based on the annual action plan.

Any distribution of funds will be implemented under the policies of the State Board of Technical and Adult Education, as well as the state's Fair and Open Grants Act (FOGA). The FOGA requirements include announcements to all eligible agencies and parties, procedures for application, and determination of eligibility. Georgia's Secretary of State maintains these requirements.

Grants will be monitored by DTAE/OPLS. A new unit within OPLS will be responsible for monitoring fiscal and regulatory compliance of all internal and external projects and programs. This unit will work with the State's Audit Department and other fiscal authorities in monitoring external grant programs.

All projects and programs shall include:

- in-house, peer, or outside evaluation or a commitment to participate in an evaluation process;
- an acknowledgment of full or partial federal support under LSTA;
- an agreement to submit specified reports and documentation to OPLS;
- an agreement that federal funds will not supplant local, state, or other funds; and,
- an agreement that participants will not violate state or federal laws and/or regulations/rules.

DTAE/OPLS shall report annually to IMLS on the progress that has been made in implementing this five-year plan. This report shall include the results of internal and external evaluations.

ACCOUNTABILITY AND EVALUATION METHODS

Agency-Level Evaluation
The State Board of Technical and Adult Education will evaluate OPLS progress toward fulfillment of their strategic goals within the context of continuous improvement. The evaluation process will involve review of progress in implementing state and federal plans' goals and objectives. Additionally, yearly evaluation of OPLS effectiveness in meeting annual focus goals and objectives will be reported to the Governor's Office of Planning and Budget as part of the new Georgia results-based budget process. Accomplishment of desired results for technology-oriented objectives will also be evaluated annually. The overall progress of OPLS will be reported in the agency annual report at the end of each year. This information will be transmitted to the Institute for Museums and Libraries.

Agency-Level Evaluation Methodology
OPLS will conduct an annual self-evaluation of progress toward fulfillment of the state and federal plans and focus objectives. The results of the assessment will be provided to the State Board and the Institute for Museums and Libraries. Evaluation results will also be provided to other state agencies, as appropriate. Results of the annual evaluation will be used to make necessary revisions in the plans, deleting objectives that have been accomplished and modifying or adding goals, objectives, annual focus objectives, and desired results, to meet changing conditions, increase effectiveness, and continuously improve services.

Annual Focus Goals and Objectives

The state and federal plans have been designed under the assumption that the local libraries implementing the plan will require flexibility in addressing specific objectives based on local capability. However, an annual focusing process is being used to identify a limited number of additional, more specific, annual goals and objectives as items that should be addressed immediately and that should be addressed on a statewide basis. The focusing process serves as a means of determining which aspects of the strategic plans should be given emphasis in the next fiscal year as a response to immediate, changing needs or opportunities within the internal and/or external environment. Focusing also serves as a motivational tool, a means of galvanizing the entire state for action to accomplish specific targeted objectives. Accomplishment of focus goals and objectives/desired results will be measured using the following models and other measures.

Focus Goal 1. Offer special programs, such as summer reading clubs, to promote the enjoyment of reading and retention of reading skills through use of the library.

> Focus Objective/Desired Result:: Increase the number of books read by children enrolled in public library summer reading programs by 3% during fiscal year 1999.

Focus Goal 2. Ensure that library materials are available and accessible to those who are unable to use standard services within library facilities.

> Focus Objective/Desired Result: Improve the usage of materials provided by the libraries for the blind and physically handicapped by increasing circulation of mailed out materials by 3% during fiscal year 1999.

Focus Goal 3. Increase public awareness of educational and informational opportunities for all Georgians available through the public libraries.

> Focus Objective/Desired Result: Increase the number of patron visits to Georgia's public libraries by 3% during fiscal year 1999.

Focus Goal 4. Provide public library access to shared global electronic information resources, such as GALILEO.

> Focus Objective/Desired Result: Improve the availability of public library information resources through a 10% increase in the number of times GALILEO is accessed during fiscal year 1999.

Local Evaluation Methods

Local libraries will conduct an evaluation process that parallels the agency-level process. Each public library will conduct and report an annual performance evaluation including a report of their progress in implementing their local strategic plans, the agency-wide information technology desired results, the agency-wide focus objectives, the agency-wide annual initiatives, and the objectives of the LSTA plan. Specific evaluation instruments and indicators of progress for local use will be developed by OPLS. As indicated in the Procedures Section, all grants and projects will also be evaluated.

Distribution of Information

When LSTA is approved by IMLS, it will be mounted on the OPLS home page. An announcement will be sent to al of the public library systems in Georgia, as well as all of the GOLD membership. Print copies of this document and related FOGA's will be made available to those citizens requesting them. They will be produced in alternate formats if requested.

News items related to LSTA will be posted on the OPLS Web site and will also be distributed through the various list servers coordinated by OPLS.